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**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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May 19, 2011

To: Supervisor Michael D. Antonovich, Mayor  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: Jackie Contreras, Ph.D.  
Interim Director

Donald H. Blevins  
Chief Probation Officer

Board of Supervisors  
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First District  
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**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION  
DEMONSTRATION PROJECT (CADP) IMPLEMENTATION PLAN:  
PROGRESS/ACTIVITY REPORT TO CALIFORNIA DEPARTMENT OF SOCIAL  
SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1, June 21, 2007*, permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Attached is our seventh semi-annual Title IV-E Waiver Project Progress/Activity Report, covering the July 1, 2010 – December 31, 2010 period, submitted in final form to CDSS on May 18, 2011.

The Departments will submit another update to your Board after submission of our next progress report to CDSS. If you have any questions, please call us or your staff may contact Aldo Marin, Manager, DCFS Board Relations Section, at (213) 351-5530.

JC:RS:pws

Attachment

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

*"To Enrich Lives Through Effective and Caring Service"*

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)  
Project Year Four, Reporting Period July 1, 2010 through December 31, 2010  
Los Angeles County

**I. Project Status**

Waiver Funded Strategies/Initiatives – Department of Children and Family Services (DCFS)

During the first six months of CAP Year Four, DCFS continued its focus on multiple core strategies, including the Point of Engagement (POE) approach to strength-based practice and community partnering, Structured Decision Making, Team Decision Making (TDM), concurrent planning and the Permanency Partners Program (P3). Information on specific waiver funded strategies utilized during this period is as follows:

**Expansion of Family Team Decision Making (TDM) Conferences** – As previously reported, DCFS expanded the use of TDM conferences to meet the needs of youth at high risk of aging out of care without permanency through the utilization of Permanency Planning Conferences (PPC). PPCs continue to be held for youth ages 12 and older in group home care or in foster care two years or longer with no identified permanency resources. Between June 1, 2010 and November 30, 2010, 196 youth received a PPC. Recommended plans for these 196 youth include:

- Transition to a family-based setting, including home of parent, relative placement, placement with a non-relative extended family member, legal guardianship or adoption - 74 youth (37.8%);
- Transition to a lower level of care, including lower Rate Classification Level (RCL) group home setting, Foster Family Home, Foster Family Agency, Intensive Treatment Foster Care (ITFC) or D-Rate Foster Home - 48 youth (24.5%);
- Maintenance in current level of care - 12 youth (6.1%);
- Termination of jurisdiction or emancipation - 38 youth (19.4%);
- Transition to a Regional Center Placement - 11 youth (5.6%); and,
- Other - 13 youth (6.6%).

In addition to the expansion of TDMs to utilize PPCs, during the second year of the CAP, DCFS expanded TDM staffing to allow for TDM conferences for families investigated by the DCFS Emergency Response Command Post (ERCP). This expansion assists the Department's efforts in meeting children's mental health needs under the Katie A. Settlement Plan and better serves families served by the ERCP. As ERCP handles investigations of child abuse and neglect referrals at night, on weekends and County holidays, expanding TDM conferences to ERCP allows for additional families to benefit from the TDM

process and for an increased number of children to remain safely with their families. Between July 1, 2010 and November 30, 2010, TDMs were held for 45 families served by the ERCP. However, it should be noted that a policy change in the Department recently impacted the number of TDMs held for ERCP. As mandated by the Los Angeles County Juvenile Court in order to comply with legal statute, in October 2010, the timeline for Children's Social Workers (CSW) to file detention hearing reports was reduced from 48 to 24 hours. Since this requirement was put into effect, referrals for TDMs at ERCP were reduced and just three TDMs have been held. The TDM manager is working with the ERCP Division Chief to adapt to this change.

**Focused Family Finding and Engagement through Specialized Permanency Units at Three Regional Offices** – Youth Permanency (YP) Units established during the first two years of the Waiver continue to operate in three DCFS regional offices. These units continue to serve the most challenging youth identified as high-need, who may have the following characteristics: no or limited family connections, multiple recent replacements, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways. YP Unit social workers continue to receive extensive training and support that allow them to focus on these high-need youth. Their focused efforts allow them to connect or reconnect youth to siblings, parents, extended family members and adult mentors. Focused efforts also foster stability and permanency for these youth. It should be noted that, as designed, social workers in these units carry reduced caseloads of 15 youth; however, due to reassignments throughout the Department, their caseloads have risen to 24 cases over the past year. Between July 1, 2010 and November 30, 2010, these units have served 283 youth.

**Up-Front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues** – To reduce unnecessary entries and reentries into foster care and assist parents in accessing services necessary for more timely reunification, during the first six months of CAP Year Four, DCFS, via contracted community based Family Preservation (FP) Program providers, continued to provide up-front assessments (UFA) of high risk referrals involving mental health, substance abuse and/or domestic violence. Providers participate in TDM conferences and provide Alternative Response Services (ARS) and FP Program Services, allowing an increased number of children to remain safely with their families. As previously indicated, DCFS completed full countywide implementation of the UFA program in the third year of the CAP; during this current reporting period, DCFS initiated preliminary discussions on enhancing the UFA assessment tool to incorporate screening of batterers as part of the domestic violence assessment component. In addition, on-site technical reviews were conducted by Department staff; these staff indicate that there has been an improvement in the timely verbal and written communication between the providers and Department's CSWs and that they believe this allows for more timely development of safety and case plans.

Between July 1, 2010 and November 30, 2010, 1,992 families with 5,896 children received UFAs during referral investigations (based on data received 12/1/10). Of the 1,992 families, 8.1% were referred for ARS and 9.6% were referred for FP Program services.

**Prevention Initiative Demonstration Project (PIDP)** – During the first six months of CAP Year Four, twelve community-based organizations that lead or co-lead local networks continued to operate in each of the County's eight regional Service Planning Areas (SPA) to direct PIDP activities. Each PIDP network focuses on achieving outcomes associated with the prevention of child abuse: decreased social isolation, decreased poverty and lack of resources, increased protective factors and more effective collaboration between DCFS and community-based organizations.

While PIDP was initially a 12-month project in Fiscal Year (FY) 2008-2009, DCFS subsequently obtained an additional four months of local funds for the lead agencies and DCFS regional partners to fully develop and implement their prevention strategies. In FY 2009-2010, CAP funding was utilized for PIDP, and in FY 2010-2011 CAP funding continues to be utilized to support the program. It should be noted that in March 2010, the County was presented a National Association of Counties Award in acknowledgment of its PIDP efforts.

PIDP agencies operated under month-to-month contracts from July 1, 2010 through December 31, 2010. On December 14, 2010, the Board approved the Department's request to extend the PIDP contracts from January 1, 2011 to June 30, 2011 and for delegated authority to continue PIDP for a fourth and final year in FY 2011-2012. Funding for the full 12 months of FY 2010-2011 will be \$2.5 million, which is a step down from the prior year allotment of \$5 million. The final year, FY 2011-2012, is projected to be funded at a further reduced budget of \$1.25 million. As a result, a primary effort of the PIDP networks at this time is planning for future sustainability beyond the completion of PIDP.

**Youth Development Services** – During the first six months of CAP Year Four, the DCFS Youth Development Services (YDS) Division began providing cash assistance to ILP-eligible youth due to the suspension of the Emancipated Foster Youth Stipend (EYS). This assistance is designed to aid transitioning age youth with educational and vocational expenses, including: tuition, books and supplies, exam fees, high school graduation expenses, high school graduation diploma/GED incentives, travel and miscellaneous expenses (e.g., bus passes, airline tickets, parking).



In addition to these specific CAP initiatives, DCFS has continued to utilize additional strategies to improve outcomes for children and families during the first six months of the Project Year Four CAP. These include:

**Child Safety Enhancements** – DCFS has continued its efforts to further enhance and strengthen its focus on child safety. An Emergency Response (ER) Redesign Workgroup was formed with representatives from DCFS, the County's Chief Executive Office (CEO), and the Service Employees International Union (SEIU). This Workgroup oversees the development and management of strategies around all areas of ER and makes recommendations regarding: quality practice; workload/policy/safety enhancements; ER strategy sharing; intake/referrals and ERCP; tracking/monitoring systems; and messaging for implementation. The following strategies are guided by this Workgroup:

- Improved computerized management oversight: continued requirements for management review and sign-off on select categories of referrals; revision and refocus on mandatory Supervising Children's Social Worker (SCSW) Case Review Checklists; and development and implementation of a revised Child Welfare Services/Case Management System (CWS/CMS) Investigative Narrative.
- Updated computer systems: enhanced alerts and controls at key decision points; improved application of the Department's Risk Assessment tools; increased use/application of Safe Measures to track timely completion of key ER activities and benchmarks; increased management oversight and responsibility; continued Quality Improvement Reviews; and implementation of Peer Quality Case Reviews under the Quality Service Review process.
- Enhanced training for ER CSWs, SCSWs and managers: development of a draft ER Practice Model to implement a coaching model for SCSWs; and provision of ER policy and practice training in multiple phases to ER staff and non-ER staff.
- Redeployment and temporary assignment of non-case carrying CSWs, SCSWs and managers to case-carrying functions: restructure, reallocation and redeployment of staff from specialized programs to line operations; temporary reassignment of staff from support functions to assist with critical ER tasks; and reassignment of regional staff to ER services.
- Receipt of State Waiver providing authority to extend closure of referrals from 30 to 60 days.

To evaluate the effectiveness of the child safety enhancements, DCFS will monitor the following key ER activities and benchmarks: timely response,

required social work contacts, timely disposition of allegations and conclusion of referrals, and timely use of Structured Decision Making (SDM) for safety and risk assessments. In addition, DCFS continues to monitor the child safety outcome measures provided through the University of California at Berkeley (UCB) Center for Social Services Research.

**Intensive Treatment Foster Care (ITFC)** – Los Angeles County continues to achieve success with its ITFC program, which provides intensive in-home services for children and youth ages 6–17 with serious emotional and behavioral problems. The general ITFC framework calls for one youth to be placed in a specially trained foster home with 24/7 access to crisis intervention and support under the supervision of a Foster Family Agency (FFA) team that includes a program administrator, in-home support, case managing social worker and therapist. The goal is to stabilize a child's negative behaviors that lead to placement disruption by administering an intensive needs and service plan in a home-like setting that will strengthen the path to permanency. A second option offered under the ITFC program is a nationally recognized, evidence-based treatment model, Multi-Dimensional Treatment Foster Care (MTFC), overseen by the Department of Mental Health (DMH) and the California Institute for Mental Health (CIMH). MTFC is available for DCFS youth 12-17 who are in a group home, or children 6-11 who meet the eligibility requirements for an RCL 9 facility or higher, and who have an identified caregiver who would provide a permanent home were it not for the youth's severe problem behaviors. Well-documented MTFC outcomes include positive changes with regard to child safety, placement permanence, and well-being.

The ITFC Program in Los Angeles County is steadily growing. Since January 2010, DCFS has executed contracts with twelve FFAs to provide ITFC programs. As of November 30, 2010, Los Angeles County had 35 ITFC and 33 MTFC certified homes with an additional 28 pending certification (22 ITFC and 6 MTFC). Since the ITFC program was instituted in Los Angeles County in May 2008, a total of 92 youth have entered and received intensive services with 33 of those intakes taking place in just the last five months. Currently 44 youth remain stable in an ITFC home (26 ITFC and 18 MTFC) and 25 have graduated to less restrictive levels of care in the community.

As many foster youth qualify for this program, referrals to the program have been robust over this reporting period. However, while identifying youth for the program is not difficult, recruiting, certifying, and maintaining committed foster families willing to work with this target population is more of a challenge. Nevertheless, the recent increases measured in the ITFC program provide optimism that DCFS will reach the goal of 300 beds (220 ITFC and 80 MTFC) by December 2012 in fulfillment of the obligations of the Katie A. Settlement Agreement.

**Residentially Based Services (RBS) Demonstration Project** – Los Angeles County continues to participate in California's group home reform effort under the authority of AB 1453 through the development of a Demonstration Project that integrates residential and community based care to achieve better outcomes for children and families. The goal of the "Open Doors" RBS Project is to shorten timeframes to durable permanency for children in residential out-of-home care. By infusing residential care with Wraparound principles, the traditional residential milieu is transformed into a therapeutic community without walls. During the past two years, the RBS Implementation Plan and program design, including system description, funding model, voluntary agreement and waiver request, were completed and approved by the California Department of Social Services (CDSS). The design of the RBS payment structure was initiated in March 2010, and the establishment of a tracking system for claims and payments was finalized in May 2010. The Memorandum of Understanding and Rates letter were received from CDSS in June 2010.

On December 2, 2010, the RBS contract was approved by DCFS leadership, and the three identified providers, Hathaway-Sycamores, Five Acres and Hillside, were sent "Start Work" notices. Over the next two years, the project anticipates serving approximately 160 DCFS youth. To ensure the RBS Demonstration Project is successful, an RBS roundtable will be created, as well as an RBS advisory group. The roundtable will focus on practice and implementation issues, while the advisory group will focus on sustainability and expansion. Working together, we anticipate the Los Angeles County RBS Demonstration Project will achieve great outcomes for youth and lay the groundwork for future residential care transformation.

#### Waiver Funded Strategies/Initiatives – Probation Department

**Enhanced Cross-Systems Case Assessment and Case Planning (CSA)** – Probation created CSA in conjunction with DMH and input from the group home provider community, to ensure that youth's risks and needs are addressed through a joint assessment. CSA is a comprehensive method of assessing youth prior to placement that focuses on all youth with a new Suitable Placement Order, with the goal of ensuring appropriate treatment while in care which will reduce replacements to congregate care. CSA ensures that appropriate placement decisions are made and that both the provider and case carrying Deputy Probation Officer (DPO) are provided with comprehensive case information to guide the development of appropriate case plans upon case receipt.

The CSA program has undergone extensive changes recommended by several pilot programs conducted by Probation and DMH to enhance the CSA process in hopes of achieving better outcomes for youth and their families. As a result, it is expected that comprehensive assessment information will drive case plans that identify appropriate services to target the needs of youth and families which will

ultimately decrease the length of time youth spend in congregate care as well as decrease the number of reentries into care.

Due to the high volume of youth being ordered to Suitable Placement, Probation is also in the process of adding two additional Placement Assessment Centers (PAC). This will ensure that youth exit Juvenile Hall more quickly and that more youth will receive a comprehensive 30-day assessment.

**Expansion of Functional Family Therapy (FFT), Functional Family Probation/Parole (FFPP) and Multi-Systemic Therapy (MST)** - Probation is utilizing FFT and MST, two evidence-based programs designed to treat youth and families, under the CAP. Years of research have demonstrated that these programs decrease arrests and behavioral problems, substance abuse and related arrests, rates of out-of-home placement, and serious mental health problems for juvenile offenders. These therapeutic interventions have also been shown to increase healthy family functioning; improved parent/caregiver interactions, academic performance and school attendance; and pro-social behaviors and relationships.

In January 2009, Probation partnered with CIMH through a sole source contract to train a unit of operation consisting of 14 staff in FFPP, an evidenced-based supervision model grounded in FFT principles. Additionally, in November 2010, Probation trained an additional nine Placement DPOs in FFPP to build capacity for serving youth exiting Placement.

Probation has been working with DMH and the provider community in an effort to amend the current MST contract to expand services for our target populations. Probation has acquired 20 MST slots that are being used to serve both pre (at-risk) and post Placement youth populations.

**Prospective Authorization and Utilization Review (PAUR) Unit** – Probation has established the PAUR Unit to assist in matching youth and families with appropriate services. This Unit improves consistency in service utilization, as referrals to services are pre-approved based on whether a youth and family meet the specified focus of service. This Unit was staffed in December 2009 and initially began working specifically with FP services.

Starting August, 1 2010, the PAUR Unit assumed referral and utilization responsibilities for FFT/FFPP and MST. The PAUR Unit has begun to receive referrals for these services at the front-end in order to prevent youth from entering congregate care. The PAUR Unit is also overseeing referrals for those youth transitioning from placement back to the community to ensure that these programs are operating at full capacity. Each case is systematically reviewed to determine if the service provided addresses the youth's risks and needs as identified through assessments, Probation case notes, Court orders and Conditions of Probation.



### Expenditure Listing

Attachment I, Listing of County Waiver Investments – Project Year 4, provides the budgeted amount for Fiscal Year (FY) 2010-2011 strategies/initiatives as well as actual FY 2010-2011 first quarter expenditures for DCFS and Probation. In addition, Attachment II provides an expenditure summary for DCFS for the period of July 1, 2010 to December 31, 2010 (December – estimated). As previously noted, the expansion of TDM to the ERCP assists in meeting obligations of the County's Katie A. Settlement Agreement; the eight TDM facilitator positions (SCSWs) that provide TDMs at ERCP and the manager (Children Services Administrator II) position to supervise them are funded through Waiver funding. This is listed as "Family Team Decision Making Expansion" on Attachment II.

## **II. Impacts, Outcomes and Trends**

Due to the number and complexity of individual strategies utilized by the departments, neither DCFS nor Probation can assign direct causality to individual strategies. Rather, the departments view their successful outcomes as the result of combined systemic efforts that interweave strategies undertaken under the CAP with previous ongoing efforts.

**DCFS** has been successful in its efforts to reduce the temporary out-of-home care population and the number of youth in high cost residential care during the CAP. Between the Baseline Period (July 1, 2006–June 30, 2007) and November 30, 2010, the DCFS temporary out-of-home placement population decreased by 22.7% (20,302 to 15,705) and group home placements decreased by 29.2% (1,440 to 1,020) (see Attachment III). In addition it should be noted that the length of time spent in group home care also decreased. During the Baseline Period, 14.6% of the youth in group home care had been in out-of-home care for 24 months or more; as of November 30<sup>th</sup>, this percentage had decreased to 8.9% (see Attachment IV).

Efforts to reduce the out-of-home care population have focused on strategies that safely reduce entries into care and increase timely exits from care to permanency, as follows:

Entries – As only five months of data are available for CAP Year Four (July 1, 2010–November 30, 2010), comparisons of entries into care for CAP Year Four with other twelve-month periods require extrapolation of the data. During the five-month period, there were 4,352 entries into care (see Attachment V). If we assume that entries will continue at a similar rate during the remaining seven months of CAP Year Four, we project there will be 10,445 entries into care during CAP Year 4. This reflects a 6.9% decrease from the Baseline Period (11,219 to 10,445) and a 3.9 % decrease from CAP Year Three



(10,869 to 10,445). However, using this same method of extrapolation, while it is projected that entries into relative/non-related extended family member (NREFM)

care, foster homes, guardianship and other placements will decrease, it is projected that from Baseline to CAP Year Four there will be an 11.6% *increase* in the number of entries into group home care (335 to 374) and a 14% *increase* in the number of entries into FFA homes (5,461 to 6,226).

As seen in Attachment VI, DCFS continues to increase the number of families served without placing their children into care through Family Maintenance (FM) services. It should be noted that while the ER caseload increased by 14.9% (926 to 1,064) between the Baseline Period and November 30, 2010, the FM caseload increased 18.7% (10,733 to 12,745) and the Family Reunification caseload decreased 5.6% (9,901 to 9,347) during this period.

While entries into care have continued to decline, reentries into care within 12 months of reunification have increased. As seen in Attachment VII, from commencement of the CAP (Q2 2007) to Q2 2010, reentries within 12 months of reunification increased from 10.7% to 12.4%. This is a trend the Department is assessing, with an understanding that such an increase is not unusual when there is an increased number of reunifications and timelines to reunification are shortened as has occurred over the CAP. As seen in Attachment VII, the number of youth reunified increased by 11.5% when comparing the cohort from the 12-month period prior to CAP commencement (7/1/05 – 6/30/06) to the cohort from the 7/1/08 – 6/30/09 period (6,364 to 7,097). Per Attachment VIII, the percentage of youth reunified in less than twelve months increased from 61.2% to 66.9% from CAP commencement to Q2 2010. The Department's Family Reunification Workgroup is focusing on strategies to reduce reentry, and reducing reentries will be a managerial goal for FY 2011-2012. Strategies to reduce reentry may include improved safety and risk assessments and family strengths and needs assessments prior to reunification; TDM meetings; and effective ongoing formal and informal family supports.

Individual strategies designed to reduce entries and reentries include TDM at the ERCP, UFAs with expanded FP and ARS, and PIDP, as follows:

- **TDM at ERCP** – As stated, between July 1, 2010 and November 30, 2010, forty-five families served by the ERCP were provided with TDMs; thirty TDMS were held for families with children at risk of detention, and just three of these TDMS resulted in a detention. The fifteen additional TDMs involved children who had already been detained; two of these TDMs resulted in diverting detentions and recommendations that children be released to their parents.

- **UFA** – Between July 1, 2010 and November 30, 2010, 1,992 families with 5,896 children received UFAs during referral investigations. Of the 5,896 children whose families were served, only 666 (11.2%) were promoted to a case and received the following services:
  - Voluntary Family Maintenance – 347 (52%)
  - Family Maintenance – 139 (21%)
  - Voluntary Family Reunification – 42 (6%)
  - Family Reunification – 138 (21%)
- **PIDP** - FY 2009-2010 was evaluated by an independent research team tasked to assess network development, track changes within DCFS offices, gather data from participating families, assess promising approaches, and test outcomes for children. This team, comprised of researchers from the University of Washington, University of Southern California, and the University of California at Los Angeles, provided the following findings for the July 1, 2009–June 30, 2010 period:
  - Approximately 18,000 individuals received PIDP services; 2,391 had been referred by DCFS.
  - \$4.4 million in income tax refunds were generated through the PIDP networks' focus on the Earned Income Tax Credit and Volunteer Income Tax Assistance programs.
  - Families consistently reported higher levels of well-being, social connectedness, and economic stability after receiving PIDP services.
  - SPAs 1 and 6: Families receiving PIDP services after a DCFS referral were less likely to be re-referred to DCFS, and for those that were re-referred to DCFS, there was a higher likelihood of substantiation of the referral allegations, indicating more information was made available through the developing networks.
  - SPAs 3 and 8: Children in out-of-home care whose families received PIDP services were reunified with their families of origin more quickly or gained other forms of legal permanency at a higher rate than children in comparable families that did not participate in PIDP.

More specific findings by County Supervisorial District may be referenced in the Executive Summary of the PIDP Year Two Evaluation Report (see Appendix A).

Exits – As only five months of data are available for CAP Year Four (July 1, 2010–November 30, 2010), comparisons of exits from out-of-home care for CAP Year Four with other twelve-month periods require extrapolation of the data. During the five-month period, there were 3,826 exits from care (see Attachment IX). Assuming that exits will continue at a similar rate during the remaining seven months of CAP Year Four, we project that there will be 9,182

exits from care during CAP Year 4. This reflects a 26.5% decrease from the Baseline Period (12,493 to 9,182) and a 23.9% decrease from CAP Year Three (12,069 to 9,182). While this is a trend DCFS will continue to watch, as previously stated, the number of youth in FR in out-of-home care has decreased from the Baseline Period to November 30, 2010. In addition, between the Baseline Period and November 30, 2010, DCFS' Planned Permanent Living Arrangement (PPLA) caseload decreased by 27.8% (14,667 to 10,590) (see Attachment VI).

DCFS continues its focus on the safe reduction of the temporary out-of-home care population with an emphasis on finding permanency for youth, especially those in PPLA caseloads. There have been promising outcomes for youth in long term care, including those most likely to age out of care without permanency. In addition, to the 27.8% decrease in the PPLA caseload, the rate of exits to permanency for youth who have been in care 24 months or longer has increased by 38.5% from the Baseline Period to Q2 2010 (18.7% to 25.9%) (see Attachment X).

The following efforts focus on those youth most at-risk of exiting care without permanency.

- **TDM PPCs** – Of the 196 PPCs held from June 1, 2010 to November 30, 2010, the following outcomes were achieved for youth in congregate care or foster care without identified permanency resources:
  - Family Based Setting:
    - Home of Parent – 4 youth
    - Relative Placement – 6 youth
    - Legal Guardianship – 8 youth
    - Foster Family Home – 1 youth
    - D-Rate Foster Home – 1 youth
    - MTFC/ITFC Placement – 2 youth
  - Group Home Setting:
    - Lower Level of Care – 2 youth
    - Same Level of Care – 8 youth
  - Emancipation/Termination of Jurisdiction – 6 youth
  - No change in status – 158 youth
- **YP Units** - During the first five months of CAP Year Four, the YP units served 283 high-need youth, with the following outcomes
  - Home of Parent – 12 youth
  - Moving towards Adoption – 9 youth
  - Legal Guardianship – 11 youth
  - Moving towards Legal Guardianship – 12 youth
  - Replacement from high-level residential group home care to a reduced level of care – 47 youth

- Emancipation with connections – 4 youth

It should be noted that an additional 58 youth served in YP Units found increased connectedness in that they have new or increased contact with extended family members, siblings or other committed adults. Ninety-five youth had no change in status and continue to receive specialized services in a YP Unit.

As previously stated, DCFS cannot assign direct causality to individual strategies. Rather, the Department views its outcomes as the result of combined systemic efforts that interweave the individual strategies detailed above with previous ongoing efforts. Therefore, in addition to tracking the outcomes listed above for individual strategies (i.e., entries, exits, placements, etc.), DCFS tracks its overall progress under the CAP by monitoring the outcome measures identified through the UCB Center for Social Services Research. These include outcomes related to recurrence of maltreatment, timeliness of reunification, reentry following reunification, timeliness of adoption, exits to permanency, and placement stability.

**Probation** has seen a reduction in the number of youth and length of stay in congregate care since CAP implementation. Although this trend began prior to the CAP, the trend has continued during the first three years of the CAP, and CAP efforts have been instrumental. The total number of youth placed out-of-home has dropped significantly since the beginning of the CAP, from 1,684 in July 2007 to 962. Average length of stay in congregate care has decreased from approximately 12 months to approximately 9.5 months since the beginning of the CAP (see Attachment XI).

Probation has targeted those youth in congregate care or at risk of entering out-of-home care. While it is not possible at this time to determine direct causation between the CAP initiatives and the rapid rate of decline in the total number of youth in congregate care or the decline in average length of stay, it is clear that Probation has made great strides in these areas. For example, FFT Placement youth exited care, on average, approximately six months from the original placement date, while those youth who did not receive FFT stayed in care approximately nine months. FFT, FFPP and MST are used as aftercare components in an effort to reduce reentry into foster care with a focus on ensuring shorter timelines to permanency.

CSA - During the first ten quarters of the CAP, Probation and DMH conducted 2,563 CSAs; of this number, 453 CSAs were completed during this reporting period. Of the 453 CSAs that were completed during this reporting period, 308 involved the enhanced, face-to-face interview with Probation, DMH and the youth.

As part of the CSA, Probation has continued to refer youth to the two Probation Assessment Centers (PAC) at Rancho San Antonio and Boys Republic Group Homes. The PACs offer a comprehensive 30-day assessment of the risk and protective factors of the youth and their families, including education, mental health, substance abuse and gang affiliation. The PACs have assessed 145 youth during this reporting period.

FFT/FFPP - Five FFT Teams (two Probation and three contracted teams) have enrolled 1,079 youth and families during the CAP; 189 youth and families are currently receiving services, and 105 have successfully completed FFT during this reporting period.

FFPP, which began receiving cases in late January 2009, has served 643 youth and families during the CAP. Of these, 173 continue to receive supervision services, and 58 successfully completed FFPP supervision requirements during this reporting period.

PAUR - Since August 1, 2010, the PAUR Unit has processed 874 referrals for service for youth at-risk of removal from their homes or youth returning to the community from out-of-home care. While monitoring the start and stop of services, the PAUR Unit also manages capacity and service utilization for FP, FFT, FFP, MST and Wraparound services.

### **III. Specific Implementation Areas**

#### Implementation Assessment

**Successes** – Both departments continue to enjoy success under the Waiver. Some of this success is reflected in the Baseline to CAP Year Four outcome data provided above with regard to DCFS entries and exits into care, and Probation's reduction in numbers of youth and length of stay in out-of-home care. In addition to these "broader" departmental outcomes, CSWs and Deputy Probation Officers share stories of successes with individual youth and families.

DCFS staff who conduct PPCs and YP Unit CSWs relate success in connecting and reconnecting youth with family and finding permanency for youth who have lived in group home care or congregate care for extended periods of time. Staff managing the UFA program confirm the ability to more quickly and accurately identify and obtain services for families with substance abuse, domestic violence and mental health issues; this expedited assessment and connection to services has allowed an increased number of parents to reunify more quickly with their children. Finally, as described above, the Year Two PIDP evaluation found that prevention strategies for DCFS families were highly effective and families involved with PIDP expressed "significant improvement in quality of life indicators."



As mentioned above, Probation has seen a significant decrease in the total number of youth in out-of-home care as well as the average length of stay since the beginning of the CAP. Probation has also realized a marked improvement in the number of youth and families who are being served by the initiatives implemented under the CAP. With the implementation of the PAUR Unit, Probation has focused more energy on preventing youth from entering out-of-home placement.

Finally, it should be noted that the departments have demonstrated that services, including innovative services and emerging best practices, can be provided to youth and families within the flexible capped allocation.

**Challenges** – Although DCFS and Probation have seen success through the CAP, there also have been challenges. As previously reported, the departments have experienced challenges around fiscal claiming, apportionment of reinvestment funds, reporting mandates, and evaluation responsibilities.

During the first months of CAP Year Four, a substantial challenge for the departments has been planning for reinvestment funds. It has been a challenge to plan third sequence activities and to move forward with additional innovative strategies in an uncertain fiscal environment. As reported in the last progress report submitted in July, the departments had planned to make investments into new initiatives during the beginning of CAP Year Four. However, budget uncertainties have made this difficult. While the State budget has passed, there may be additional changes, and there are large unknowns related to revenue. In addition, the departments have been impacted by the 32% group home rate increase retroactive to December 14, 2009. The departments have chosen to be prudent and not pursue a reinvestment package and spend additional reinvestment funds until the fiscal landscape is adequately stabilized.

In addition, DCFS continues to experience the impact of SB 39 and subsequent media coverage of child fatalities in Los Angeles County. While projected data indicate that entries will go down in CAP Year Four in comparison to the previous rating period, staff continue to express heightened anxiety and risk aversion with regard to leaving children in homes during child abuse investigations. Projected data that indicate a substantial decrease in the number of children exiting the system in CAP Year Four through reunification may also reflect staff concern with regard to safely returning children to their families in a timely manner; the long term effects of the recession may also be impacting reunifications.

As also previously reported, Probation's inability to access records in CWS/CMS requires a significant workforce effort for Probation to reconcile data. CDSS is working with counties to provide appropriate access to CWS/CMS to Probation departments, and Probation will be granted CWS/CMS access in three phases. Los Angeles is one of the pilot counties and has been entering data for Probation youth for National Youth in Transition Data (NYTD), National Data Archive on

Child Abuse and Neglect (NCANDS), and Adoption and Foster Care Analysis and Reporting System (AFCARS) since October 1, 2010. Phase 3 of implementation will require Probation to enter all case management data on eligible youth into CWS/CMS. While CWS/CMS access will allow Probation more access to foster care data, it will also require dual entry into the Probation Case Management System (PCMS) and CWS/CMS, adding to the workload of Placement staff as well as creating some fiscal concerns moving forward.

**Operational Issues** – DCFS has recently benefited from technical assistance around fiscal issues provided by CDSS staff, including Donna Richardson, Sharon Blakeman, Cindy Ma, and Racquel Flanagan. These staff have been assisting DCFS with fiscal related issues such as: reconciliation of Waiver expenditures; development of a Waiver ledger for DCFS to use as a tool to track and monitor Waiver costs against the CAP allocation; assisting with the funding shift between Federal and State to allow DCFS to maximize its funding allocation; providing direction on the appropriate use of Waiver pin codes; and helping DCFS resolve numerous fiscal related issues, including FMAP rate increases, group home increases and Waiver reporting requirements as mandated by the Federal government. Probation has also benefited from CDSS technical assistance around claiming issues (see Fiscal Management Section, below).

Casey Family Programs (CFP) continues to support the departments in their efforts with the CAP.

- **DCFS** - While CFP previously provided direct funding to the County for three DCFS Waiver Management Team positions, this funding was redirected in Calendar Year (CY) 2010 to outside sources to provide DCFS with consultation services, including technical assistance, communication, evaluation, prevention efforts, training and leadership development, and assisting with collaboration between DCFS and Probation crossover youth.
- **Probation** – CFP continues to fund three Probation Waiver Management Team positions and has provided on-going consultation and technical assistance in research design and policy implementation. CFP is also assisting Probation with its evaluation efforts (See Local Evaluation Efforts Section below).

#### Local Evaluation Efforts

As stated, the departments are evaluating CAP implementation through comparison of Baseline and current data related to exits, entries, placements, etc. as well as data provided through UCB Center for Social Services Research. In addition, during FY 2009-2010 an independent PIDP evaluation was undertaken involving the PIDP agencies; DCFS regional, Bureau of Information

Services, and Community-based Support Division staff; and the PIDP Evaluation Team. These efforts culminated in a Second Year evaluation report and a Profile of the SPA-based networks (see the Executive Summary in Appendix A). The evaluation was presented at a December 1, 2010 meeting of the Los Angeles County Board of Supervisors Children's Deputies who highly praised and endorsed PIDP efforts. A copy of the presentation with goals, overall evaluation design, findings and lessons learned, is attached (see Attachment XII.)

**Probation**, in conjunction with CFP, is developing evaluations to analyze the efficacy of FFT/FFPP for youth in Los Angeles County. Probation and CFP have begun gathering data to conduct a benchmark study comparing FFT youth in Los Angeles County to FFT youth in similar jurisdictions. CFP will also assist Probation in conducting a cost/benefit analysis of FFT/FFPP.

#### Fiscal Management

Attached are the listings of actual services and expenditure amounts that have been claimed to Program Codes 701 (DCFS) and 701 (Probation) during the rating period (see Attachments XIII and XIV). Also provided is an accounting of our reinvestment savings (federal, State and County) achieved to date by year for DCFS and the Probation Department (see Attachment XV) as well as expenditures (see Attachment XVI). The use of reinvestment savings for both Departments during the current project year is provided in Attachments I and II previously referenced in the Project Status Section.

Since the last CAP Progress Report submitted in July 2010, CDSS has provided technical assistance to Probation in the area of Fiscal Management. It became clear to Probation that claims entered throughout the life of the CAP were incorrect as they did not reflect the expenditures for activities related to providing social services to the child, the child's family, or foster family or any other costs not normally eligible for Title IV-E funding. On December 2, 2010, CDSS provided Probation with claiming instructions which stated that all claims for expenditures of reinvestment funds were to be claimed to pin code 702. Attachment XVI demonstrates Probation's allocation expenditures going back to the beginning of the CAP.

Based on an assumption that caseloads and placements will remain relatively stable over the next seven months, current projections of expenditures and generated savings for CAP Year Four are provided in Attachment XVII.

#### Planned Activities for the Next Reporting Period (January 1, 2011 – June 30, 2011)

**DCFS** – During the next six-month period of the CAP, DCFS plans to continue with its strategies that improve outcomes for children and families, including

enhanced child safety, reduced timelines to permanency, reduced reliance on out-of-home care, and enhanced child well-being. DCFS will continue to fund PPCs for youth in extended care and group home care and TDMs at the ERCP, as well as UFAs across the County. DCFS will also continue to utilize CAP funding to support YP Units in three regional offices, PIDP at a reduced rate, and to support the educational and vocational needs of transitioning youth.

As previously stated, DCFS did not pursue a reinvestment package during the past six-month period as anticipated due to State and County budget uncertainties. However, the Department continues to assess the possibility of seeking Board of Supervisors' approval to utilize a portion of its flexible funding over the remaining CAP period to enhance child safety through the reduction of Emergency Response (ER) caseloads. Reduced, more manageable ER caseloads will allow ER CSWs sufficient time and resources to adequately assess child safety and neglect and provide children and families with the best possible services. Reduced caseloads will be achieved by increasing the number of CSWs and associated staff, including support staff and Public Health Nurses, and redistributing workloads.

Dependent upon the generation of additional flexible reinvestment funds and Board of Supervisors' approval, other strategies DCFS proposes to utilize over the remaining Waiver period include the provision of enhanced support for reunified families, expansion of our Parents in Partnership (PIP) Program to provide parent partners in all regional offices, development of additional visitation centers, and additional YP Units in other offices.

**Probation** will continue moving forward on expanding the existing initiatives to target those youth who may be at risk of entering out-of-home care. Probation will continue to rely on the CSA to identify the risks and needs of youth to make informed decisions on the type of placement that will best meet these risks and needs. Probation is in the process of adding two Placement Assessment Centers (PAC) to ensure that all youth receive a comprehensive assessment prior to entering a placement facility.

The PAUR Unit will be vital in this effort as it will handle all front-end referrals for services that aim to keep youth in the community with their families. The PAUR Unit has assumed the oversight of referral and utilization of FFT/FFPP and MST in an effort to reduce the youth's time in out-of-home care, which will enhance timelier exits to permanency and support long-term family reunification. Additionally, Probation has trained nine Residential Based Services DPOs in the principles of FFPP as a means to provide an evidence-based model of supervision to Placement youth as soon as they leave placement.

## Total County Waiver Investments for Project Year 4

FUNDED PROGRAM - WAIVER STRATEGY	Budget Amount for SFY 2010/11	Actuals SFY 2010/11 Quarter 1	Actuals SFY 2010/11 Quarter 2	Actuals SFY 2010/11 Quarter 3	Actuals SFY 2010/11 Quarter 4	Brief Program Description	Notes on Actuals & Budget Amounts (Refer to next tab for additional waiver claiming information)
Functional Family Therapy Services	\$ 105,000					Departmental Services Order with the Department of Mental Health for Functional Family Therapy (FFT) Services to be provided by DMH contractors for Probation youth and families	*Estimated amounts for contracted services are based on departmental service orders between Probation and the Department of Mental Health. The invoices for Quarter 1 have not yet been submitted for payment.
Functional Family Administration	\$ 135,000	\$ 34,282				Supervising Program Analyst providing Administrative support to FFT Program	
Functional Family Therapy Externship	\$ 99,950					Contract with California Institute of Mental Health to develop FFT Externship Training site to expand capacity for Probation youth and decrease future training costs for Los Angeles County providers.	
Multi-systemic Therapy						Departmental Services Order with the Department of Mental Health for Multi- system Therapy (MST) Services to be provided by DMH contractors for Probation youth and families	*Estimated amounts for contracted services are based on departmental service orders between Probation and the Department of Mental Health. The invoices for Quarter 1 have not yet been submitted for payment.
Cross-systems Assessment	\$ 52,000					Departmental Services Order with the Department of Mental Health for three DMH clinicians providing mental health assessments at the Cross Systems Assessment (CSA)	
Prospective Authorization and Utilization Review	\$ 337,000	\$ 82,391				Salaries of PAUR Unit created to match youth and families to appropriate services and monitor the utilization of resources.	
	\$ 423,000	\$ 68,335.35					



Team Decision Making (TDM)/Permanency Planning Conferences	\$ 2,874,000	\$ 821,708				Salaries of staff for TDM facilitators to provide TDM meetings at ERCP and to provide PPCs to youth most at risk of aging out of care without permanency.	
Youth Permanency (YP) Units	\$ 2,794,000	\$ 752,904				Salaries of staff in three YP Units to provide services to high-need youth to establish connections and find permanency.	
Upfront Assessments (UFA)	\$ 383,000	\$ 117,486				Salaries of staff for management of UFA	
UFA - Contracts with Family Preservation Agencies	\$ 11,839,000	\$ 2,697,797				Contracts with Family Preservation Agencies to provide UFA and attend TDMs	
PIDP Contracted Services with community-based agencies	\$ 2,500,000	\$ 1,187,532				Contracts with Community-based agencies to provide preventive services to at-risk families	
Youth Development Services	\$ 1,454,000	\$ 34,981				Cash assistance to transitioning youth for educational expenses (e.g., tuition, books and supplies, clothing, high school graduation expenses, exam fees)	
<b>TOTAL</b>	<b>\$ 22,995,950</b>	<b>\$ 5,797,416</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

## EXPENDITURE SUMMARY OF TITLE IV-E CAPPED ALLOCATION DEMONSTRATION PROJECT IMPLEMENTATION PLAN

Period of Expenditure: For the period of July 2010 to December 2010 (FY1011) Revised

## S&amp;EB details of #701

Item	Report Month Accrual Month	July June	August July	September August	October September	November October	December November	Total
Family Team Decision Making		128,111	128,071	144,308	139,998	131,896	129,921	802,306
Family Team Decision Making Expansion		96,893	87,827	93,887	99,917	102,840	100,387	581,750
Family Finding & Engagement		202,290	199,456	220,489	218,686	202,809	194,676	1,238,405
Upfront Assessment		31,719	31,719	33,658	33,757	32,878	32,300	196,031
Subtotal	0	459,013	447,073	492,342	492,358	470,423	457,283	2,818,492

## FC Breakdown:

A1	359,373	366,199	386,442	388,613	376,880	359,512	2,237,018
A3	0	0	0	0	0	0	0
11	84,212	65,445	89,543	87,326	77,551	82,061	486,139
16	10,918	10,918	11,585	11,619	11,317	11,117	67,473
C1	4,511	4,511	4,771	4,800	4,675	4,593	27,861
Sum	459,013	447,073	492,342	492,358	470,423	457,283	2,818,492

for claiming purpose

S&EB	1st qtr	2nd qtr	Total	Indirect Cost	1st qtr	2nd qtr	Total
A1	1,112,014	1,125,004	2,237,018	21%			
A3	0	0	0				
11	239,200	246,938	486,138				
16	33,421	34,053	67,474				
C1	13,793	14,069	27,861				
TOTAL	1,398,428	1,420,064	2,818,492	CFL 10/11-25	293,670	298,213	591,883

Waiver Services	Report Month	13th Month	July	August	September	October	November	December	Total
Upfront Assessment/Family Preservation Expansion		78,693	80,043	135,900	108,239	35,011	221,200	103,921	763,007
ARS		105,866	56,153	156,336	75,200	102,408	95,847	53,808	645,819
FP Expansion		717,368	125,868	741,213	316,917	415,843	258,888	281,326	2,837,423
PIDP		490,141	124,537	454,578	118,276		401,957	217,446	1,806,936
EYS Activities		0	8,341	13,201	13,439	23,902	2,125	7,534	68,542
Monthly Subtotal		1,392,068	394,942	1,501,229	632,071	577,165	980,017	644,035	6,121,527
Quarterly Subtotal				3,920,310			2,201,217		

Grand Total	1st qtr: July - September	2nd qtr: October - December	
	5,612,408	3,919,493	9,531,901

# CWS Out of Home Placements for Los Angeles County DCFS

ATTACHMENT III

Analysis Periods Placement Type	Baseline 7/1/06 to 6/30/07	Baseline %	Baseline n	Waiver yr 1 7/1/07 to 6/30/08	Waiver yr 1 %	Waiver yr 1 n	Waiver yr 2 7/1/08 to 6/30/09	Waiver yr 2 %	Waiver yr 2 n	Waiver yr 3 7/1/09 to 6/30/10	Waiver yr 3 %	Waiver yr 3 n	Waiver yr 4 7/1/10 to 11/30/10	Waiver yr 4 %	Baseline to Waiver yr 4 %	Baseline to Waiver yr 4 n
Relative/NREFM	53.0%		10,753	51.1%		9,113	48.4%		7,600	47.2%		7,270	48.2%		-29.7	-3190
Foster Homes	8.1%		1,652	8.1%		1,443	8.0%		1,255	8.2%		1,264	7.8%		-26.0	-430
FFA Homes	31.0%		6,284	33.1%		5,895	36.8%		5,773	37.6%		5,782	36.9%		-7.9	-495
Group Homes	7.1%		1,440	6.7%		1,196	5.8%		915	6.2%		950	6.5%		-29.2	-420
Small Family Homes	0.7%		133	0.8%		137	0.7%		110	0.6%		95	0.5%		-39.1	-52
Other	0.2%		40	0.3%		50	0.3%		44	0.2%		28	0.2%		-25.0	-10
<b>Total Out of Home Care</b>			20,302			17,834			15,697			15,389			-22.6	-4597

Source: CWS/CMS DataMart History Table as of the last day of each reporting period. Includes only children in out-of-home placement, excluding guardian homes, pre-adoptive homes, non-foster care placement, Probation homes, Kin-Gap, private adoption, Mental Health and Foster Care Revenue Enhancement Cases.

# Group Home Placements Time in Care for Los Angeles Country DCFS

ATTACHMENT IV

Analysis Periods Placement Type	Baseline	Baseline	Waiver yr 1	Waiver yr 1	Waiver yr 2	Waiver yr 2	Waiver yr 3	Waiver yr 3	Waiver yr 4	Waiver yr 4	Baseline to Waiver yr 4	
	7/1/06 to 6/30/07 %	7/1/06 to 6/30/07 n	7/1/07 to 6/30/08 %	7/1/07 to 6/30/08 n	7/1/08 to 6/30/09 %	7/1/08 to 6/30/09 n	7/1/09 to 6/30/10 %	7/1/09 to 6/30/10 n	7/1/10 to 11/30/10 %	7/1/10 to 11/30/10 n	%	n
<12 months	70.0%	1,008	66.9%	800	72.9%	667	77.4%	735	78.2%	798	-20.8	-210
12-23 months	15.5%	223	19.5%	233	15.4%	141	13.5%	128	12.8%	131	-41.3	-92
24-35 months	6.7%	96	5.6%	67	6.3%	58	4.1%	39	4.3%	44	-54.2	-52
36-47 months	3.1%	44	3.1%	37	2.0%	18	2.9%	28	2.5%	26	-40.9	-18
48-59 months	1.5%	22	1.6%	19	1.0%	9	0.5%	5	1.1%	11	-50.0	-11
60+ months	3.3%	47	3.3%	40	2.4%	22	1.6%	15	1.0%	10	-78.7	-37
<b>Total Out of Home Care</b>		<b>1,440</b>		<b>1,196</b>		<b>915</b>		<b>950</b>		<b>1,020</b>	<b>-29.2</b>	<b>-420</b>

Source: CWS/CMS DataMart History Database. Table includes only Out-of-Home Placements.

ATTACHMENT IV

# CWS Entries into Out of Home Care for Los Angeles County DCFS

ATTACHMENT V

Analysis Periods Placement Type	Baseline	Baseline	Waiver yr 1	Waiver yr 1	Waiver yr 1	Waiver yr 2	Waiver yr 2	Waiver yr 2	Waiver yr 3	Waiver yr 3	Waiver yr 4	Waiver yr 4
	7/1/06 to 6/30/07	7/1/06 to 6/30/07	7/1/07 to 6/30/08	7/1/07 to 6/30/08	7/1/07 to 6/30/08	7/1/08 to 6/30/09	7/1/08 to 6/30/09	7/1/08 to 6/30/09	7/1/09 to 6/30/10	7/1/09 to 6/30/10	7/1/10 to 11/30/10	7/1/10 to 11/30/10
	%	n	%	n	n	%	%	n	%	n	%	n
Relative/ NREFM	35.2%	3,949	28.9%	3,089	2,508	24.5%	24.6%	2,673	26.9%	1,171		
Foster Homes	10.0%	1,121	8.1%	862	712	7.0%	7.8%	847	8.8%	382		
FFA Homes	48.7%	5,461	57.3%	6,131	6,418	62.7%	62.9%	6,833	59.6%	2,594		
Group Homes	3.0%	335	2.9%	308	317	3.1%	2.8%	301	3.6%	156		
Guardian	2.9%	329	2.5%	272	247	2.4%	1.9%	211	1.0%	44		
Other	0.2%	24	0.3%	32	26	0.3%	0.0%	4	0.1%	5		
<b>Total Out of Home Care</b>		11,219		10,694	10,228			10,869		4,352		

- Source:
1. CWS/CMS DataMart as of 11/30/2010.
  2. Placement Type indicates the initial placement facility type.
  3. The table includes all entries regardless of the length of the entry.
  4. The table excludes temporary custody where a placement episode was created but there is no actual placement record.



CWS Caseload by Service Component for Los Angeles County DCFS

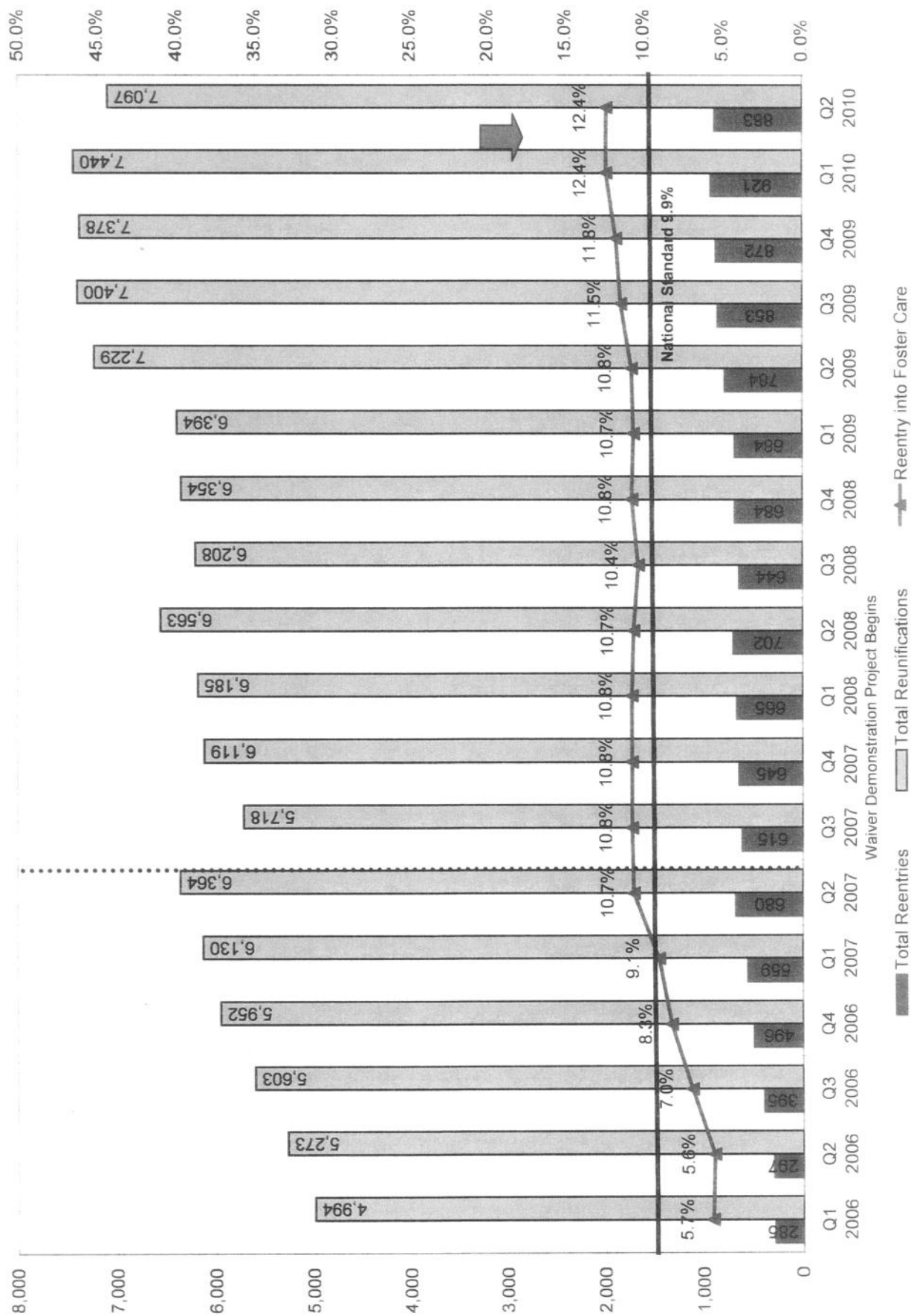
ATTACHMENT VI

Analysis Periods Service Component	Baseline 7/1/06 to 6/30/07	Baseline %	Waiver yr 1 7/1/07 to 6/30/08	Waiver yr 1 %	Waiver yr 1 7/1/07 to 6/30/08	Waiver yr 2 7/1/08 to 6/30/09	Waiver yr 2 %	Waiver yr 2 7/1/08 to 6/30/09	Waiver yr 3 7/1/09 to 6/30/10	Waiver yr 3 %	Waiver yr 3 7/1/09 to 6/30/10	Waiver yr 4 7/1/10 to 11/30/10	Waiver yr 4 %	Baseline to Waiver yr 4	
	n		n		n	n		n	n		n	n	%	%	n
Emergency Response		2.6%	926	2.0%	682	660	2.9%	951	1,064	3.2%	1,064	1,064	14.9		138
Family Maintenance		29.7%	10,773	31.7%	10,636	10,484	36.4%	11,911	12,745	37.8%	12,745	12,745	18.3		1,972
Family Reunification		27.3%	9,901	26.7%	8,977	8,132	26.7%	8,741	9,347	27.7%	9,347	9,347	-5.6		-554
Permanent Placement		40.4%	14,667	39.6%	13,293	12,852	34.0%	11,143	10,590	31.4%	10,590	10,590	-27.8		-4,077
<b>Total</b>			<b>36,267</b>		<b>33,588</b>	<b>32,128</b>		<b>32,746</b>	<b>33,746</b>		<b>32,746</b>	<b>33,746</b>	<b>-7.0</b>		<b>-2,521</b>

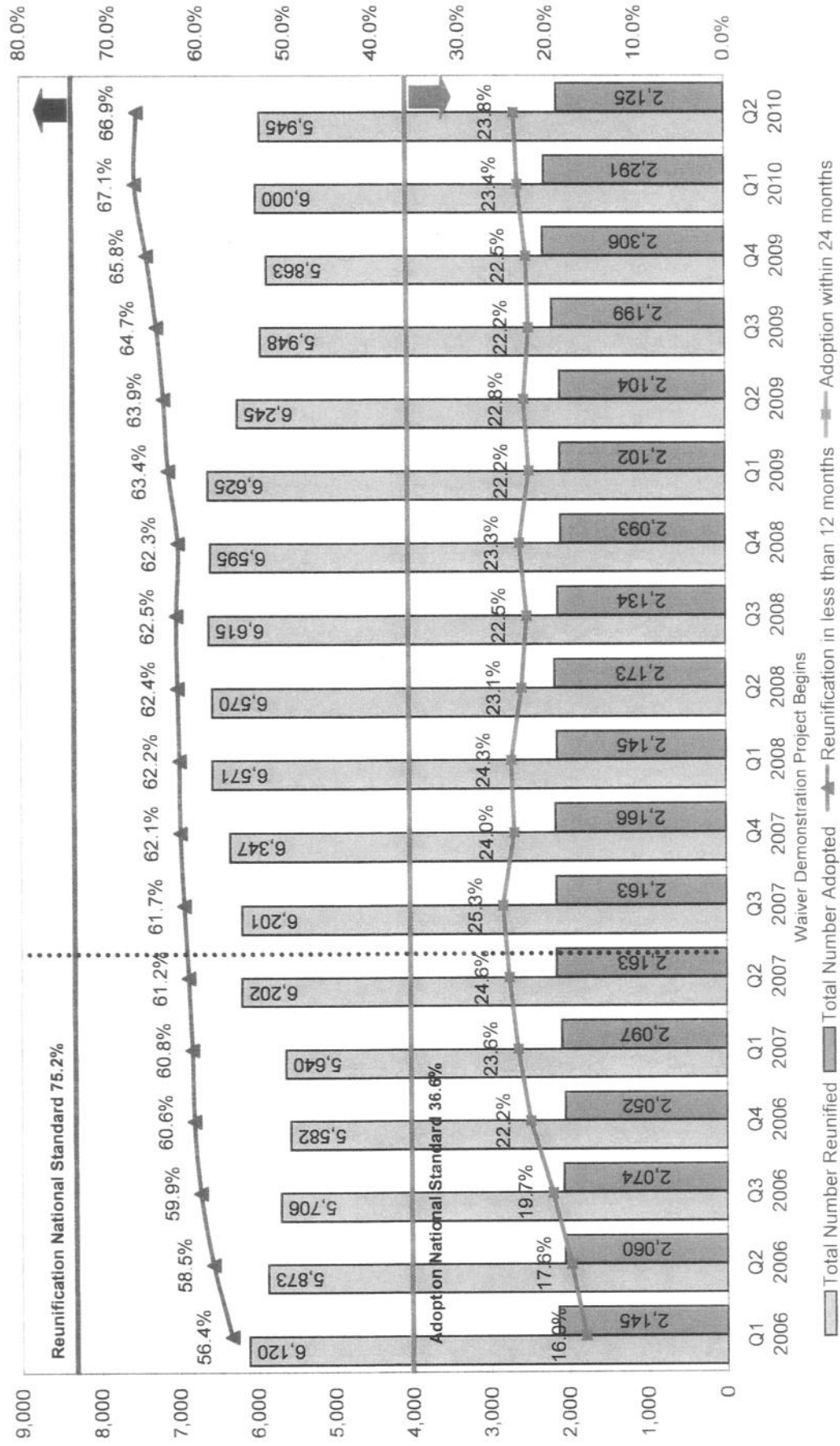
Source: CWS/CMS Data Mart History Table as of the last day of each reporting period.

CDSS June 22, 2010

# Los Angeles County DCFS Reentry into Foster Care within 12 Months from Reunification



# Los Angeles County DCFS Timelines to Permanency for Reunification and Adoption



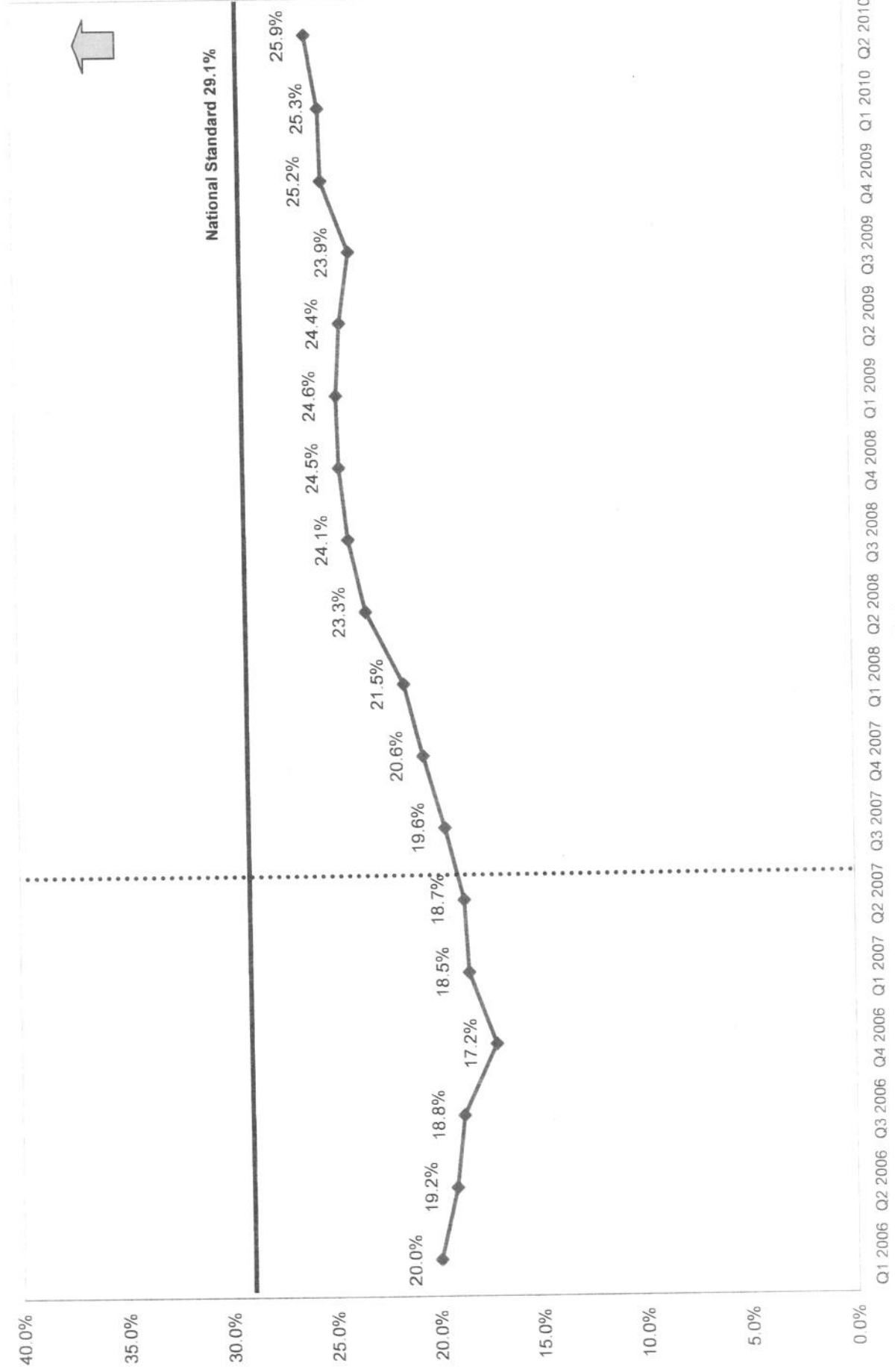
CWS Exits from Out of Home Care for Los Angeles County DCFS

ATTACHMENT IX

Analysis Periods Placement Type	Baseline 7/1/06 to 6/30/07		Waiver yr 1 7/1/07 to 6/30/08		Waiver yr 1 7/1/07 to 6/30/08		Waiver yr 2 7/1/08 to 6/30/09		Waiver yr 2 7/1/08 to 6/30/09		Waiver yr 3 7/1/09 to 6/30/10		Waiver yr 3 7/1/09 to 6/30/10		Waiver yr 4 7/1/10 to 11/30/10	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Reunited	54.9%	6,864	56.2%	7,546	58.0%	7,445	59.1%	7,132	59.1%	7,132	59.1%	7,132	59.1%	7,132	59.1%	2,262
Adopted	17.4%	2,168	16.3%	2,188	16.6%	2,127	17.8%	2,146	17.8%	2,146	17.8%	2,146	17.8%	2,146	17.8%	532
Kin-GAP	5.3%	662	7.1%	952	7.3%	942	4.8%	577	4.8%	577	4.8%	577	4.8%	577	4.8%	200
Other Guardianshi	1.1%	138	1.8%	235	1.2%	155	2.2%	260	2.2%	260	2.2%	260	2.2%	260	2.2%	72
Emancipated	11.3%	1,413	10.2%	1,369	10.8%	1,390	11.8%	1,422	11.8%	1,422	11.8%	1,422	11.8%	1,422	11.8%	562
Other	10.0%	1,248	8.4%	1,132	6.0%	775	4.4%	532	4.4%	532	4.4%	532	4.4%	532	4.4%	198
<b>Total Out of Home Care</b>		12,493		13,422		12,834		12,069		12,069		12,069		12,069		3,826

Source: CWS/CMS Data Mart as of 11/30/2010

# Los Angeles County DCFS Exits to Permanency - In Care 24 Months or Longer



Waiver Demonstration Project Begins



### Probation Placement Data for Los Angeles County

FY 2006/07 - 2009/10	Jun-06	Sep-06	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10
*Average Length of Stay	375				361				364				341				290
Youth Placed Out of Home	1,408	1,520	1,481	1,582	1,684	1,378	1,321	1,163	1,206	1,336	1,346	1,203	1,121	1,233	1,156	1,166	1,040
Youth Placed in Group Home	1,322	1,435	1,398	1,496	1,611	1,308	1,255	1,095	1,140	1,287	1,297	1,148	1,071	1,177	1,122	1,131	1,008

FY 2010/11 - 2011/12	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
*Average Length of Stay											
Youth Placed Out of Home	962										
Youth Placed in Group Home	920										

Data Source: CWS/CMS DataMart History Database.



## LA County Prevention Initiative Demonstration Project (PIDP): Year 2 Evaluation and Outcomes

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### Prevention Initiative Demonstration Project

*The thing that we are focusing on is to reconnect  
people to the fact that they are part of a community  
that is serving a family, rather than individual  
agencies*

Lead Agency

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### PIDP Core Prevention Values and Theories of Change

- Core prevention values
  - Community capacity building
  - Integration and alignment of services
  - Inter-departmental collaboration
- Theories of change
  - Decreasing social isolation
  - Increasing economic stability
  - Integrating community-based spectrum of prevention services

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### Goals of PIDP

- Evaluate collaborative strategies and efforts among residents, CBOs, county departments and other government entities and businesses.
- Evaluate strategies and initiatives to determine "best practices" for potential countywide replication.
- Use evaluation results to better align contracted prevention-oriented program funding streams with the needs of children and families.

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### Overall Evaluation Design

- Track relationship changes within and between DCFS offices and community partners.
- Gather data from participating families.
- Assess promising approaches using a comparison group of non-PIDP cases randomly chosen from the same community.
- Test outcomes for children.
- Examine interactions and synchronicity of multiple prevention-oriented strategies.

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### Evaluation Findings

- Nearly 18,000 persons were served, most of whom were not involved with the system (2,391 were referred by ER, FM or FR).
- Prevention strategies for DCFS-referred families, measured by CWS-CMS data, were found to be highly effective.
- Changes reported by parents, measured by pre-test and post-test surveys at up to three points in time, found significant improvement in quality of life indicators.

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### Lessons Learned

- Local partnerships should be nurtured so that they may be refined over time in response to changing conditions
- Partnerships should be renewed whenever there are leadership changes
- Formal systems for referring DCFS clients should be designed collaboratively by the key players
- Referral criteria and tracking processes to create a feedback loop and follow through should be created
- Embedded usage of data collection systems is essential to identify clients and monitor services

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### Special Notable Approaches

- Economic Development (All SPAs)
- Neighborhood Action Councils (SPAs 2, 4, 7, 8)
- Family Resource Centers (SPA 6)
- Faith-based Family Visitation Centers (SPA 8)
- Shared Leadership in Action Programs and Parents Anonymous® Adult and Children's Groups (SPA 3)
- Cultural Brokers & Parent Advocates (SPA 3)

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### Promising Child Maltreatment Prevention Strategies for Future Replication

- Social connections strategies (e.g., Neighborhood Action Councils) and family resource centers (e.g., ASK Centers)
- Parent economic empowerment strategies (e.g., career counseling, job training, job placement, pro bono legal services and the EITC and VITA programs)
- Faith-Based Parent Visitation Centers for parents with children in foster care
- Community residents and parents strategies for a case management team approach (e.g., Cultural Brokers and Parent Advocates)

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### Next Steps

- Share initial results through interviews, surveys, and focus groups with CBO leaders, DCFS leaders, other County agency managers, staff and parents.
- Engage RAs and regional office staff in discussion of data profiles and key tables.
- Connect PIDP findings to PFF evaluation findings that show high levels of family engagement with network and less need for DCFS intervention and employ the lessons learned in the PSSF contract redesign process.
- Possible expansion of PIDP network map to show additional funding stream sources for the networks for leveraging purposes

For more information about the evaluation report:  
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For more information about the LA Prevention  
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(Revised: November 22, 2010)



**County Welfare Charges to Waiver Code 701 for Project Year 4***\*Actuals listed should correspond to those listed on the Investments worksheet tab*

FUNDED PROGRAM - WAIVER STRATEGY	SFY 10/11 Actuals Quarter 1	Amount Claimed to Code 701	SFY 10/11 Actuals Quarter 2	Amount Claimed to Code 701	SFY 10/11 Actuals Quarter 3	Amount Claimed to Code 701	SFY 10/11 Actuals Quarter 4	Amount Claimed to Code 701	Amount Claimed to Code 701	Claiming Notes/Comments
S & EB and Overhead - covered salaries for staff Family Team Decision Making & Expansion	\$ 821,708	\$ 821,708							\$ 821,708	
S & EB and Overhead - covered salary for staff Family finding & Engagement through Pilot Specialized Permanency Units	\$ 752,904	\$ 752,904							\$ 752,904	
S & EB and Overhead - covered salary for Upfront Assessment	\$ 117,486	\$ 117,486							\$ 117,486	
Contracted Services - covered contracts for our Up-Front Assessments/Family Preservation	\$ 2,697,797	\$ 2,697,797							\$ 2,697,797	
Contracted Services - covered contracts for Prevention Initiative Deonstration Project	\$ 1,187,532	\$ 1,187,532							\$ 1,187,532	
Youth Development Services	\$ 34,981	\$ 34,981							\$ 34,981	
									\$ -	
									\$ -	
									\$ -	
									\$ -	
<b>TOTAL</b>	\$ 5,612,408	\$ 5,612,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,612,408	

### Probation Charges to Waiver Code 702 for Project Year 4

\*Actuals listed should correspond to those listed on the Investments worksheet tab

FUNDED PROGRAM - WAIVER STRATEGY	SFY 10/11 Actuals Quarter 1	Amount Claimed to Code 702	SFY 10/11 Actuals Quarter 2	Amount Claimed to Code 702	SFY 10/11 Actuals Quarter 3	Amount Claimed to Code 702	SFY 10/11 Actuals Quarter 4	Amount Claimed to Code 702	Claiming Notes/Comments
S & EB and Overhead - covered salaries for staff Prospective Authorization and Utilization Review Unit.	\$ 68,335.35								
S & EB and Overhead - covered salary for staff to administrate over Functional Family Therapy	\$ 34,282								
Contracted Services - covered contracts for Multi-Systemic Therapy									The invoice for Quarter 1 has not yet been submitted for payment.
Contracted Services - covered contracts for Functional Family Therapy									The invoice for Quarter 1 has not yet been submitted for payment.
Contracted Services - covered contracts for Department of Mental Health Staff in the Cross Systems Assessment Unit	\$ 82,391								
Functional Family Therapy Externship									Contract has not been finalized and approved by the County Board of Supervisors. Expected to begin in 3rd quarter.
<b>TOTAL</b>	\$ 185,008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 185,008	

FINAL (RECONCILED WITH CDSS)

**LOS ANGELES****TITLE IV-E WAIVER SUMMARY  
SFY 2007-08**

	FEDERAL	STATE	COUNTY	TOTAL
<b>Allocation (FY07/08-56)</b>				
Title IV-E Waiver Allocation	374,443,242	281,950,203	331,865,521	988,258,966
Title XX	35,992,119			35,992,119
<b>Allocation Total</b>	<b>\$ 410,435,361</b>	<b>\$ 281,950,203</b>	<b>\$ 331,865,521</b>	<b>\$ 1,024,251,085</b>
<b>Title IV-E Waiver Expenditures</b>				
Assistance Claims-CA800	140,511,913	122,362,776	124,453,405	387,328,094
County Welfare Department (CWD)	171,526,575	147,409,081	151,923,541	470,859,197
County Probation Department (CPD)	51,109,002	2,129,541	53,238,545	106,477,088
Title XX	35,992,119			35,992,119
<b>Expenditures Total</b>	<b>\$ 399,139,609</b>	<b>\$ 271,901,398</b>	<b>\$ 329,615,491</b>	<b>\$ 1,000,656,498</b>
<b>*** Waiver Allocation Balance (Surplus)</b>	<b>\$ 11,295,752</b>	<b>\$ 10,048,805</b>	<b>\$ 2,250,030</b>	<b>\$ 23,594,587</b>

*Waiver Allocation Balance breakdown*

DCFS	\$ 11,295,754	\$ 9,766,809	\$ 1,857,575	\$ 22,920,138
PROBATION	\$ (2)	\$ 281,996	\$ 392,455	\$ 674,449

**Los Angeles Waiver Ratios**

	Fed	State	County	Total
CWD	35%	34%	31%	100%
CPD	48%	2%	50%	100%

FINAL (RECONCILED WITH CDSS)

**LOS ANGELES****TITLE IV-E WAIVER SUMMARY  
SFY 2008-09**

	FEDERAL	STATE	COUNTY	TOTAL
<b>Allocation (FY09/10-09)</b>				
Title IV-E Waiver Allocation	381,853,102	284,596,212	323,338,039	989,787,353
Title XX	35,992,000			35,992,000
ARRA	14,212,470			14,212,470
<b>Allocation Total</b>	<b>\$ 432,057,572.00</b>	<b>\$ 284,596,212.00</b>	<b>\$ 323,338,039.00</b>	<b>\$ 1,039,991,823.00</b>
<b>Title IV-E Waiver Expenditures</b>				
Assistance Claims-CA800	119,753,916	99,934,535	94,118,732	313,807,183
County Welfare Department (CWD)	182,497,864	163,281,128	156,426,740	502,205,732
County Probation Department (CPD)	53,976,420	3,445,303	57,421,724	114,843,447
Title XX	35,992,000			35,992,000
ARRA	14,212,470			14,212,470
<b>Expenditures Total</b>	<b>\$ 406,432,670.00</b>	<b>\$ 266,660,966.00</b>	<b>\$ 307,967,196.00</b>	<b>\$ 981,060,832.00</b>
<b>*** Waiver Allocation Balance (Surplus)</b>	<b>\$ 25,624,902.00</b>	<b>\$ 17,935,246.00</b>	<b>\$ 15,370,843.00</b>	<b>\$ 58,930,991.00</b>

*Waiver Allocation Balance breakdown*

DCFS	\$ 25,181,802	\$ 18,378,348	\$ 19,161,567	\$ 62,721,717
PROBATION	\$ 443,100	\$ (443,102)	\$ (3,790,724)	\$ (3,790,726)

**Los Angeles Waiver Ratios**

	Fed	State	County	Total
CWD	35%	35%	30%	100%
CPD	47%	3%	50%	100%

**LOS ANGELES**

<b>TITLE IV-E WAIVER SUMMARY (incl. all qtrs adjustment claim prior to audit)</b>				
<b>SFY 2009-10</b>				
	<b>FEDERAL</b>	<b>STATE</b>	<b>COUNTY</b>	<b>TOTAL</b>
<b>Allocation (FY10/11-03)</b>				
Title IV-E Waiver Allocation	389,570,749	270,331,959	320,324,998	980,227,706
Title XX	35,992,119			35,992,119
ARRA	19,234,207			19,234,207
<b>Allocation Total</b>	<b>\$ 444,797,075</b>	<b>\$ 270,331,959</b>	<b>\$ 320,324,998</b>	<b>\$ 1,035,454,032</b>
<b>Title IV-E Waiver Expenditures</b>				
Assistance Claims-CA800	131,376,500	92,302,887	88,114,155	311,793,542
County Welfare Department (CWD)	193,594,930	175,283,710	190,518,606	559,397,246
County Probation Department (CPD)	64,325,824	3,018,857	53,409,630	120,754,311
Title XX	35,992,000			35,992,000
ARRA	19,234,207			19,234,207
<b>Expenditures Total</b>	<b>\$ 444,523,461</b>	<b>\$ 270,605,454</b>	<b>\$ 332,042,391</b>	<b>\$ 1,047,171,306</b>
<b>*** Waiver Allocation Balance (Surplus)</b>	<b>\$ 273,614</b>	<b>\$ (273,495)</b>	<b>\$ (11,717,393)</b>	<b>\$ (11,717,274)</b>

*Waiver Allocation Balance breakdown*

DCFS	\$ 119	\$ -	\$ (11,938,763)	\$ (11,938,644)
PROBATION	\$ 273,495	\$ (273,495)	\$ 221,370	\$ 221,370

**Los Angeles Waiver Ratios**

	<b>Fed</b>	<b>State</b>	<b>County</b>	<b>Total</b>
CWD	38.09%	33.09%	28.82%	100.00%
CPD	53.27%	2.50%	44.23%	100.00%

**LOS ANGELES**

<b>TITLE IV-E WAIVER SUMMARY</b>				
<b>SFY 2010-11</b>				
	<b>FEDERAL</b>	<b>STATE</b>	<b>COUNTY</b>	<b>TOTAL</b>
<b>Allocation</b>				
Title IV-E Waiver Allocation				-
Title XX				-
ARRA				-
<b>Allocation Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Title IV-E Waiver Expenditures</b>				
Assistance Claims-CA800				-
County Welfare Department (CWD)				-
County Probation Department (CPD)				-
Title XX				-
ARRA				-
<b>Expenditures Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>*** Waiver Allocation Balance (Surplus)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Los Angeles Waiver Ratios**

	<b>Fed</b>	<b>State</b>	<b>County</b>	<b>Total</b>
CWD	35%	35%	30%	100%
CPD	53%	2%	45%	100%

## TITLE IV-E WAIVER PROBATION CAPPED ALLOCATION EXPENDITURES

Administration 5 Year Waiver Base Allocation per agreement	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Federal	51,109,000	58,319,520	60,899,319	63,794,626	66,390,057
State	1,677,000	2,267,480	2,315,681	2,378,374	2,430,943
State (non Base Waiver per CFL)	734,537	734,721	734,721	734,721	?
10% CUT			(305,040)	(311,310)	
FY0708 rollover				281,997	
County	53,631,000	53,631,000	53,631,000	53,631,000	53,631,000
Total	107,151,537	114,952,721	117,075,681	120,509,408	122,452,000

\$3.9M of FY0809 Federal allocation was included in FY0910 reimbursement

* Administration Revenue	FY 07/08	FY 08/09	FY 09/10	FY 10/11 (a)	FY 11/12
Revenues Administration (incl. in Probation's budget)					
Federal	51,109,000	53,976,419	64,325,824	16,146,316	
State (incl. non-base waiver)	2,129,540	3,445,302	3,018,857	609,295	
County	65,581,185	58,651,361	55,022,481	13,709,137	
Total	118,819,725	116,073,082	122,367,162	30,464,748	0

\*\* Expenditures Administration

Agree Amount (Fed & State) VS Reimbursement (Fed & State)	281,997	3,900,000	(3,900,000)
Over(Under)			

* Assistance Revenue	FY 07/08	FY 08/09	FY 09/10	FY 10/11 (b)	FY 11/12
Revenues Assistance (incl. in DCFS' budget)					
Federal	31,310,614	31,340,866	33,757,703	11,379,414	
State	30,416,025	31,340,866	29,326,395	11,379,414	
County	27,732,259	26,863,598	25,542,059	9,753,784	
Total	89,458,898	89,545,330	88,626,157	32,512,612	

Expenditures Assistance

Surplus/Deficit					
Cumulative Surplus					
Expenditures above year one (may include Waiver investments)					
Probation Programs	82,030	90,380			
IV-E Waiver charged to 702 Waiver code					

Cumulative Cost of Identified Investments					
Cumulative Available Reinvestment Funds					

Instruction for completing the data

\* Revenue should base on the reimbursement not allocation. The county share should include the overmatch amount. The total amount of Federal, State and County should be matched to the Waiver Expenditure

\*\* Administration Expenditure should only include the costs of Waiver Codes which are 127 128 129 579 702 703 and 704

Note

(a) 1st qtr Expenditure and Reimbursement (Fed 53% ST 2% CT 45%)

(b) Incl Assistance July to October placement costs and July to Sep of Wraparound costs. Reimbursement Fed 35% ST 35% CT 30%



**LOS ANGELES**

<b>SFY 2010-11 (Estimated)</b>					<b>TOTAL</b>
<b>Title IV-E Actual Waiver Expenditures</b>					
Assistance Claims-CA800 (July to October)					115,457,242
Administrative Claim (CWD 1Q)					125,769,939
<b>Projected</b>					
Projected Assistance Claims					352,003,787
County Welfare Department (CWD)					698,721,883
County Probation Department (CPD)					120,754,311
Title XX					35,992,000
ARRA					?
<b>Expenditures Total</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$ 1,207,471,981</b>
*** Based on the assumption, we will use up all the allocation					

<b>Los Angeles Waiver Ratios</b>				
	<b>Fed</b>	<b>State</b>	<b>County</b>	<b>Total</b>
CWD	35.00%	35.00%	30.00%	100.00%
CPD	53.00%	2.00%	45.00%	100.00%



casey family programs

## Prevention Initiative Demonstration Project (PIDP) Year Two Evaluation Report

Revised: November 3, 2010. Compiled by Jacquelyn McCroskey, Todd Franke, Christina (Tina) A. Christie, Peter J. Pecora, Jaymie Lorthridge, Dreolin Fleischer, and Erica Rosenthal.

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## Executive Summary

As described in the Year One evaluation report, Los Angeles County's PIDP was designed to address the full spectrum of child abuse prevention including primary prevention approaches directed to the whole community as well as secondary and tertiary approaches directed to families already referred to or engaged with the Department of Children and Family Services (DCFS). PIDP networks were asked to devote about 50% of their resources to primary prevention, supporting and engaging families and strengthening social networks so that child abuse neglect did not occur. They were asked to devote about 30% of their resources to secondary prevention, involving parents with unfounded and inconclusive referrals as decision-makers in promoting their children's development, learning, and well-being, and addressing potential risk factors so that re-referrals were reduced. And the networks should devote about 20% of PIDP resources to strengthening the capacity of parents with open DCFS cases to care for and protect their children.

Although PIDP is not the only prevention and early intervention initiative underway in LA, it is particularly significant for three reasons:

1. *Through a request for qualifications (RFQ) process, PIDP was designed to build on existing community capacity developed over the last decade or more.* Related efforts that have enabled capacity building include: DCFS-funded Family Support and Family Preservation networks; DCFS contracts for services and funding from Preserving Safe and Stable Families - Child Abuse Prevention Intervention Treatment (PSSF-CAPIT); contract processes run by other County departments; First 5 LA's Partnerships for Families (PFF); School Readiness, Family Literacy and other networks; City of LA Family Source Centers, Gang Reduction and Youth Development Zones; and philanthropic investments in related efforts.
2. *PIDP was designed to fill gaps in local family support and service delivery systems* by highlighting social connections and economic opportunities for families, and encouraging partnerships with existing services to increase access to community services and resources.
3. *PIDP was designed to build relationships between leaders of DCFS Regional Offices and leaders of community-based networks serving families and children* by encouraging joint planning to fill local gaps in services, joint problem solving and ongoing communication.

Thus, while PIDP, to date, represents a relatively modest investment of \$10 million over two years, the implications for partnerships with community-based services, efforts to provide different paths for at-risk families when there are not immediate safety concerns about children, and partnerships with other funders who share the goal of preventing child maltreatment go well beyond PIDP alone. Part of the funding was from the Title IV-E Waiver (\$3.76 million); PIDP was designed as a demonstration project to make strategic use of those funds.

Since Spring of 2008, each of the eight PIDP networks has worked to prevent child maltreatment by decreasing social isolation, decreasing poverty, strengthening families and increasing family protective factors, increasing access to services and supports, and building durable community-based collaboratives to support families. Each of the eight PIDP networks has implemented three integrated core strategies: building social networks through community organizing; increasing economic opportunities and development; increasing access to and use of beneficial services, activities, resources and supports.

By the end of Year Two, it has become apparent that the foundational infrastructure and relationship building work done in Year One is paying off. The Year Two evaluation found that PIDP networks are making a continued

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difference for families. Parents report significant initial gains in family support, connections to the community, and less parenting stress in a wide range of areas after six months of participating in various family action groups or neighborhood action councils. Those gains are powerful, meaningful to families and maintained over time. Analysis of CWS/CMS data on families in five specific communities who were already known to DCFS revealed that PIDP activities were helping children and families to find safety and stability. Findings show that engaging families with unfounded or inconclusive Emergency Response referrals in supportive services has decreased re-referrals in some areas, and that PIDP activities are helping speed the timeline to permanency for children in out-of-home care.

## **Key Findings From the Year Two Evaluation**

### **Network Development**

- During 2009–10, the second year of the initiative, the eight PIDP Networks served 17,965 people. Thirteen percent or 2,391 were individuals involved with DCFS – either during the referral stage or after a child abuse case had been opened. The other 87% lived in poor communities targeted by DCFS Regional Offices as posing enhanced risks for children and families.
- Networks demonstrated creativity in blending funding from multiple sources. Existing program infrastructure and cross-agency collaboration facilitated identification of additional resources for individual families, including participation of faith-based and community groups, businesses, and other partners. Consequently, many networks included members funded through other means along with PIDP-funded members; thus relatively modest amounts of DCFS funding supported networks that leveraged additional resources and developed formal relationships with partners who contributed services and resources for needy families.
- Integration of the three core strategies (networking, economic opportunity, and access) appeared to produce the most positive outcomes for families. Some notable approaches that blended these strategies include Neighborhood Action Councils and Ask Seek Knock (ASK) Centers. Two other notable strategies highlighted in the first year evaluation report were the Faith-Based Parent Visitation Centers established to serve Service Planning Area (SPA) 8, and the combination of Cultural Broker and Parent Advocate approaches into a case management team approach in SPA 3. By the end of Year Two, almost all of the PIDP Networks had been instrumental in planning and developing Faith-Based Family Visitation Centers.

### **Protective Factors**

- Data collected from surveys and focus groups in all eight SPAs highlighted the benefits that parents and youth felt they had received from PIDP. Benefits cited by parents included greater involvement in their community, more desire to engage in community activities, and feeling less lonely or isolated. More specifically, there was a significant improvement across three points in time for five factors and a “quality of life” item. Significant changes were found for three additional factors between two time points. The effect sizes, while statistically significant, were in the “small” range for all of the functioning areas.
- Data collected from participants in Neighborhood Action Councils (including those not funded by PIDP funds) demonstrate similar results around the impact of the NAC strategy on a much larger group of primary prevention participants.
- Patterns in responses to a parent survey suggest that, in general, the reported impact of this prevention strategy on protective factors is most evident during the first 4–6 months of participation, and then stabilizes. Given the nature of the relationship-based model that serves as the framework for the NACs, it would be expected that as the NAC forms, and as the groups become cohesive and participants develop relationships with each other, perceived improvements in the protective factors measured would be evident. Similarly, it

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would be expected that once the group attains a moderate to high level of cohesion, which is likely to occur within the first 6 month of group formation, changes in perceived levels of support as a result of group participation would stabilize.

- This pattern of findings is particularly important because such protective factors have been linked to long-term strengthening of families (Center for the Study of Social Policy, 2009) and significant reductions in substantiated reports of child maltreatment (Reynolds & Robertson 2003).

### Economic Empowerment

- The family economic empowerment strategy produced some positive results in terms of employment training, placement and income supplements across SPAs. For example, families had access to training in financial literacy, budgeting, banking and credit management. Some had access to personal coaching on achieving educational goals, employment preparation and developing small businesses.
- Pro bono legal assistance was also shown to help parents in navigating the court system, expunging criminal records, establishing eligibility for reduction in convictions and/or certification of rehabilitation, all of which increase employability.
- Between 2008-10, the SPA 6 ASK, Seek, Knock (ASK) Centers trained and placed nearly 300 local residents in the workforce, and provided pro bono legal services to over 1,000 residents.
- PIDP Networks in SPAs 2, 4, 7 and 8 joined forces, with the leadership of the South Bay Center for Counseling and the SPA 8 Children's Council, in creating the Greater LA Economic Alliance (GLAEA). GLAEA provided free income tax preparation for individuals with a maximum gross annual income of \$50,000, free workshops on earned income tax credits and childcare tax credits, small business tax preparation, Individual Taxpayer Identification Number application preparation, and banking services. Others approached the issue of expanding access to tax benefits by working through Volunteer Income Tax Assistance (VITA) sites. Highlights:
  - There were VITA sites in all eight SPAs and the individuals who attended came from approximately 207 LA County zip code areas: 4315 individuals participated in this year's program.
  - The majority of people who took advantage of the service were Hispanic or African-American and over 55% reported earning less than \$20,000 annually. Almost 77% of the respondents indicated that they were getting a refund.
  - Over \$4.4 million in tax credits were received. (*The refunds filed for totaled \$4,411,599, with an average refund of \$1,062.*) Based on the data from the survey this will primarily go to pay existing bills.

### CWS/CMS Findings

- **Supervisory District 1 (SPA 3), Pomona and El Monte.** Findings from these offices suggest that the PIDP Case Management model designed to address disproportionality in SPA 3 has helped to shorten the timeline to permanency for children with open Family Maintenance (FM, N=43) and open Family Reunification (FR, N=67) cases. PIDP FR children were more likely to leave foster care during the study period and more likely to experience positive "permanency exits" (reunification, adoption, legal guardianship), and FM children were more likely to have closed cases compared with those in randomly selected comparison groups.



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Children with open FR cases served by PIDP were more likely to leave foster care (81% versus 58%) and more likely to achieve legal permanency through positive “permanency exits” (reunification, adoption, guardianship) than children with open cases selected randomly for the comparison group (67% versus 54%). PIDP children with open FM cases were also somewhat more likely to have their FM cases closed (91% versus 80%). The 121 parents referred by PIDP who participated in social network groups run by Parents Anonymous also reported that they had substantial pre-post decreases in all of the family stressors tested including use of alcohol and drugs, family problems, housing problems, and mental health problems.

- **Supervisory District 2 (SPA 6), Compton.** Since “re-referrals to DCFS after receiving PIDP services” was a variable of particular interest for all “secondary” referrals from Emergency Response (ER) staff, analysis focused on subsequent re-referrals during the program period (between June 2008 and July 2010). Emergency Response families (N=130) who accessed the ASK Centers in Compton were significantly less likely to be re-referred to DCFS: about 12% had re-referrals compared with 23% of the randomly-selected comparison group. The PIDP group had a significant advantage over the comparison group for both subcategories of families (new referrals to DCFS and re-referrals on existing open cases). It should be noted that the Compton office experienced re-referrals on 31% of families referred to ER during this same period, a rate that was even higher than the experience of the comparison group. In addition, the group of 31 children in foster care whose families took advantage of ASK Centers were more likely to have planned positive “permanency exits” (reunification, adoption or guardianship) from foster care than the children with open cases in the comparison group (100% versus 83%).
- **Supervisory District 3 (SPA 2), San Fernando, West San Fernando and Santa Clarita.** Analysis of CWS/CMS data on 38 of the ER families served by the SPA 2 PIDP network during Year Two showed that families receiving PIDP services had similar chances of being re-referred to DCFS as compared with the comparison group – 32% of PIDP families versus 27% of the comparison group.

Although the numbers were small, data from San Fernando Valley also suggest that subsequent re-referrals for the highest-need PIDP families were more likely to be substantiated. Perhaps DCFS caseworkers had additional information on cases by working closely with their PIDP partners, were more likely to trust in the information received, or PIDP services helped to identify those with the most challenging problems requiring re-referral. (These suggestions were supported during a focus group with Regional Administrators and managers in the three offices who reported that CSWs trust the ability of the lead agency to help even the most troubled families find appropriate services.)

- **Supervisory District 4 (SPA 8), South County and Torrance.** Findings from the SPA 8 faith-based Family Visitation Centers also showed better results in helping children find permanency. The 79 children with open FR cases who had access to the visitation centers were more likely to leave foster care and more likely to exit through a positive “permanency exit” than were members of the randomly selected comparison group. Seventy-one percent of the PIDP sample left foster care during the study period versus 55% of the comparison group, and 69% of the PIDP children experienced “permanency exits” compared with 50% of the comparison group.

**Supervisory District 5 (SPA 1), Lancaster.** Analysis of CWS/CMS data on 40 families served by the SPA 1 PIDP network compared with a random sample of comparison families suggests that families receiving PIDP services were less likely to be re-referred to DCFS. Only 23% (n=9) of families who had received PIDP services were re-referred to DCFS during the study period versus 31% (n=22) of the

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comparison group. Although the numbers were very small, subsequent re-referrals for PIDP families were also more likely to be substantiated. It may be that caseworkers had more information from their PIDP partners or more challenging problems were identified through re-referral.

Families served by PIDP were somewhat less likely to have substantiated allegations of abuse and neglect (63% versus 73%) on the initial referral, suggesting that they may have been somewhat less "troubled" than the comparison group. This supports the program goal of supplying concrete supports that could help poor families avoid further engagement with DCFS, and suggests that CSWs were referring families who were appropriate for the prevention approach used in SPA 1.

## Recommendations

Based on these findings the evaluation team recommends the following:

1. Continue support for programs that strengthen families and use contracting methods that include the three integrated braided strategies implemented by the PIDP networks: (1) building social networks by using community organizing approaches; (2) increasing economic opportunities and development; and (3) increasing access to and utilization of beneficial services, activities, resources, and supports. The new family support contract redesign process offers an opportunity to put into place some of the best PIDP strategies, such as family councils of varying kinds, neighborhood-based family centers with training and employment programs, tax assistance, parent aides who act as navigators and cultural brokers, and faith-based visitation centers.
2. The County should encourage cross-departmental efforts to share funding and support for prevention. Begin by focusing on departments most often reported by the PIDP networks as already involved in PIDP activities: DPSS, DPH, DMH, Probation and Child Support.
3. Working with the best practices already developed in some Regional Offices, DCFS should develop consistent protocols to help Regional Offices assure that the families referred are those most likely to benefit from these strategies. This would include targeting and mapping high-need communities, and assuring that local strategies are widely understood among front-line staff. In some areas with small numbers of referrals to PIDP, DCFS should also task its Regional Offices to assure a consistent flow of ER referrals with unfounded or inconclusive allegations.
4. With increased expectations from government leaders for rigorous outcome and cost data, DCFS and its partners will need to consider adopting more rigorous evaluation designs as part of early planning for any subsequent demonstration efforts. This should include designating a sample of comparison group families to better measure outcomes.
5. Re-administer the protective and risk factors survey in the fall of 2010 to determine how much PIDP families are able to maintain the initial gains they made.

## References

- Center for the Study of Social Policy. (2009). *Strengthening Families through early care and education*. (Retrieved July 24, 2009 from [www.strengtheningfamilies.net/index.php/main\\_pages/protective\\_factors](http://www.strengtheningfamilies.net/index.php/main_pages/protective_factors))
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